



Open Government Action Plan for Glasgow

2021-2023





1. Duration

This Open Government Action Plan covers a 2-year period from September 2021 to September 2023.

2. Foreword

Glasgow City Council is committed to Open Government principles as essential to our ambitions to be world class in city governance and empowering our citizens, giving them a stake in what happens in their communities and communities of interest. Our City Government committed as an early priority to reform decision-making arrangements to improve transparency and accountability and opportunities for citizens to take part in decisions - Open Government is key to empowering our citizens and improving our ways of working.

Glasgow City Council will embrace an Open Government agenda, recognising the OGP values and principles of openness, transparency, accountability and participation as essential to improving public services. City partners support Open Government ambitions as an opportunity to inform a new City Vision based on achieving improved outcomes for our citizens and reshaping how we use our collective public service resources in Glasgow. The OGP Local Programme will help us deliver an impactful Open Government Action Plan in Glasgow to accelerate progress and develop our learning – ultimately helping us improve citizen involvement in democratic decision making, accelerate citizen led redesign, improve access to services using technology, and improve the quality and responsiveness of local place-based decisions and services.

We wish to accelerate Open Government in Glasgow, taking open government principles and actions further, and as the economic and social recovery of the City from the global pandemic shows, we succeed by working with our communities and partners, involving them more in decision-making and governance of their local place and city.

In this first Open Government Action Plan for Glasgow 2021-2023 we will focus on three key areas for improvement, as fundamental pillars for our future Open Government work:

- **Participatory Democracy** and devolving decisions to the lowest level in the city's governance and investigating local governance arrangements to achieve this;
- **Access to Information** as a key theme in our engagement on Open Government with communities and the Third Sector; and
- **Building Awareness and Communications on Open Government** in the city - to expand our open government community within Glasgow and ensure for future Action Plans we develop our co-creation process and increase levels of engagement and participation.

However, our approach to Open Government will be an ongoing cycle - this first Action Plan for Glasgow represents our first steps and the building blocks for our future work and continuous improvement planning and learning.

Glasgow City Council, Glasgow Chamber of Commerce, Glasgow Third Sector Interface Network, NHS Greater Glasgow and Clyde, and Police Scotland have collaborated on the development of this first Open Government Action Plan for Glasgow, providing the time, commitment and resource to drive forward the OGP Local process in Glasgow - and we will continue to work together to lead and co-ordinate its implementation. Glasgow Community Planning Partnership will continue to be the space for Local Government and non-governmental stakeholder participation in the development, implementation and



review of the Open Government Action Plan, and is well placed to provide this strategic oversight of our Open Government Plan - as an existing partnership which brings together key city partners including voluntary and community sector representatives, and essential in driving the community and citizen empowerment agenda in our city.

As Leader of Glasgow City Council, I am delighted to present this first Open Government Action Plan for Glasgow – it is fundamental to our Open Government ambitions and future work, and provides our commitment to embracing the values of openness, transparency, accountability and participation as essential to improving public services and outcomes for Glaswegians.

Councillor Susan Aitken
Leader of Glasgow City Council

3. Open Government Challenges, Opportunities and Strategic Vision

Open Government Vision in Glasgow

Glasgow City Council is committed to Open Government principles as essential to our ambitions to be **world class in city governance** and build on the strength of our people. Our ambitions and future direction are set out within our [Strategic Plan 2017-2022](#), which has at its heart delivering a step change in how we embed social justice in our policy making and empowering our citizens, giving them a stake in what happens in their communities and communities of interest.

Our City Government committed as an early priority to reform decision-making arrangements to improve transparency and accountability and opportunities for citizens to take part in decisions. Open Government was a key feature in the recommendations from our [Review of Governance and Accountability Arrangements in Glasgow City Council](#) and the Council is committed to delivering a step change in empowering our citizens and improving our ways of working.

Glasgow City Council will embrace an Open Government agenda, recognising the OGP values and principles of openness, transparency, accountability and participation are essential to improving public services. City partners support an Open Government agenda, which also provides an opportunity to inform a new City Vision based on achieving improved outcomes for our citizens and reshaping how we use our collective public service resources in Glasgow. We will bring our willingness to use innovative practices to our Open Government work to build a more prosperous, more sustainable and empowered future for the people of Glasgow.

We wish to accelerate Open Government in Glasgow's recovery from the global pandemic, as economic and social recovery can only succeed by working with our communities and partners, involving them more in decision-making and governance of their local place and city.

Achievements in Open Government

Glasgow's achievements in Open Government to date includes:

- **Extending Participatory Budgeting:** Glasgow City Council committed £1million to develop PB pilots in 2018, focused on geographical areas and key thematic issues including youth and disability. The pilots were developed in partnership with



communities and local organisations and the [Evaluation](#) published in October 2019 confirmed Glasgow has demonstrated a strong commitment and clear vision for inclusive, accessible and inequalities-focused PB.

- **Introducing a City Charter:** co-produced with citizens and staff, the [City Charter](#) is an informal agreement between the council and citizens that lists our shared commitments, aims and standards, and commits to values of being an open, transparent and easily accessible organisation.
- **Ensuring citizens are more involved in local and citywide decision making:** engaging with our citizens at the earliest stage on policy and service design is essential. We held a series of Summits during 2017 to address key priorities and challenges in the City such as Homelessness and Rough Sleeping, Transport and Connectivity, and Community Empowerment and the Third Sector.
- **Addressing Climate Change:** our [Climate Emergency Working Group](#) brought together the Council with a range of partners, stakeholders, citizen and activist groups. Its recommendations aim to achieve a carbon neutral Glasgow by 2030 and include; city engagement with residents in climate conversations, growing local action in partnership with communities on climate issues, and exercising community leadership.

Challenges and Improvement in Open Government

We wish to accelerate the Open Government ambition in Glasgow, taking open government principles and actions further. In this first Open Government Action Plan for Glasgow we will focus on three key areas for improvement, as fundamental pillars for our future Open Government work:

- **Participatory Democracy** and devolving decisions to the lowest level in the city's governance - involving local people in decisions on local service provision, service design and public sector spend, and investigating local governance arrangements to achieve this. The feedback during our open government engagement was that too often communities and organisations are involved after decisions have been made - Glasgow should aim to actively include all those who want to be involved in making decisions as early and as meaningfully as possible;
- **Access to Information** has been a central theme in our engagement on Open Government with communities and the Third Sector which we need to address - communities and organisations lack access to information to make/understand decisions, have difficulty in finding and accessing information which is made available, and it must be easy to share feedback, ideas and opinions on programmes and initiatives; and
- **Building Awareness and Communications on Open Government** in the city – developing awareness, knowledge and capacity on open government across Glasgow City Council, our Community Planning Partners and stakeholders, and within the Third Sector and Communities. This will allow us to expand our open government community within Glasgow to inform our Action Plan commitments and further incorporate our open government vision across Local Government and public sector partners. It will ensure Glasgow develops the co-creation process, increases levels of engagement and participation, and benefits from enhanced and innovative techniques and methodologies.



Open Government Goals

The medium-term Open Government goals for Glasgow are:

- **Participatory Democracy** and devolving decisions to the lowest level in the city's governance - involving local people in decisions on local service provision, service design and public sector spend, and investigating transparent local governance arrangements to achieve this such as Citizens Panels. Achieving local decisions informed by local people, increased community ownership and management of local services, and a strengthening of local democratic processes to transform the relationship between citizens, empowered communities and community groups, and local public service.
- Exploring an **Open Digital Engagement Platform** where citizens can share proposals for neighbourhood and city improvements - enabling communities and third sector organisations participation in local debate and decision making by providing an accessible platform to source ideas, access and share local information, and collaborate and vote on local proposals; and
- Co-creating an **Open Data Hub** with Communities – where citizens can access, and interact with, a broad range of datasets from Glasgow City Council and partner organisations. This will ensure communities and organisations have ease of access to information, through datasets, informative visuals and interactive dashboards, and data stories, which inform and influence public debate and decision-making (access, accessibility and availability).

Open Government Action Plan: Achieving the Strategic Vision

Glasgow's strategic ambition to be **world class in city governance** is central to our open government approach, with our people at the heart of our ambitions and future direction. We have set out to deliver a step change in our policy making, embedding social justice, and empowering our citizens – this first Open Government Action Plan for Glasgow is driven by these ambitions and focusses on early priorities to reform decision-making arrangements by improving transparency, accountability and opportunities for our citizens to take part in local and city decisions and build our open government network in the city.

The Open Government Action Plan will contribute to the achievement of our Open Government Strategic Vision specifically by: improving our ways of working; increasing opportunities for citizens to be involved in local service design and spend; and providing the information required to enable informed participation and decision-making.

We will develop our successful Participatory Budgeting pilots and move towards **Participatory Democracy** - to explore devolving of decisions to the lowest level in the city's governance and investigating the local governance arrangements to achieve this.

We will increase opportunities for participation in local debate and provide the information required for informed decision-making by exploring an **Open Digital Engagement Platform** - allowing citizens to share proposals for neighbourhood and city improvements, source ideas, access and share local information, and collaborate and vote on local proposals.

We will co-create an **Open Data Hub** with Communities - providing public information to inform participation and decision making that is suitable, available, and accessible.



Open Government Contribution to Glasgow City Council's Strategic Plan

In December 2018, Glasgow City Council committed to embracing an Open Government agenda, recognising the OGP principles of openness, transparency, accountability and participation are essential to the Council's ambitions to be world class in city governance.

The Open Government Strategic Vision contributes to Glasgow City Council's [Strategic Plan 2017-2022](#) overall ambition to embed social justice in our policy making, and to empower our citizens, giving them a stake and say in what happens in their local communities and communities of interest. In delivering the Strategic Plan, the Council wants to see improved ways of working including: creating more opportunities for our citizens to become involved in local decisions that affect their neighbourhoods, on how money is spent, and how services are developed; and partnership working with all those who can help us build a better Glasgow.

Our Open Government Strategic Vision, and Action Plan Commitments, will contribute and elevate our progress towards the Council's strategic priorities of Resilient and Empowered Neighbourhoods, and, A Well Governed City that Listens and Responds. There is a direct link between our Open Government Action Plan and our strategic outcomes including: citizens and neighbourhoods can influence how services are developed and budgets spent; the Council has open and transparent decision making; citizens are more involved in local and citywide decision making; and we listen to citizens and respond.

4. Engagement and Coordination in the Open Government Vision and Action Plan

Partnership and Collaboration on Open Government

Glasgow City Council, Glasgow Chamber of Commerce, Glasgow Third Sector Interface Network, NHS Greater Glasgow and Clyde, and Police Scotland have collaborated on the development of this first Open Government Action Plan for Glasgow, and will continue to work together to co-ordinate its implementation.

The Glasgow Community Planning Partnership Executive Group will be the space for Local Government and non-governmental stakeholder participation in the development, implementation and review of the Open Government Action Plan. Glasgow Community Planning Partnership is well placed to provide strategic oversight of our Open Government Plan - as an existing partnership which brings together key city partners including voluntary and community sector representatives, and essential in driving the community and citizen empowerment agenda in our city. The GCPP Executive Group will receive Open Government updates to allow them to undertake programme monitoring and assess progress on implementation - ensuring improvement activity and capacity and resources are identified across our strategic partners to achieve outcomes.

We have established a Glasgow OGP Local Team, which has been critical to the development of our Open Government Action Plan - this is a Core Team identified by the GCPP Executive Group to take forward the planning and implementation of Glasgow's Open Government process, with the key skills required. This core team is drawn from Glasgow City Council (Chief Executive's Department), Glasgow Chamber of Commerce, Glasgow Third Sector Interface Network, NHS Greater Glasgow and Clyde, and Police Scotland - and has provided the time, commitment and resource to drive forward the OGP process in Glasgow. This OGP Local Team will now be expanded to include the



Lead Officers and key stakeholders for each of Glasgow's Open Government Commitments - with regular progress reports on each commitment reviewed by the OGP Local Team and reported to the GCPP Executive Group.

In addition to the formal links which exist between the city partners delivering the Open Government Action Plan, informal networks and stakeholder relationships have also been built and maintained from previous partnership working. This is an important dynamic as established working arrangements and collaborative approaches are in place between government and non-government stakeholders – resulting in the 'Team Glasgow' approach to Open Government.

Enabling Collaboration with the Third Sector and Communities

Glasgow's co-creation process was designed during March 2021, building on established co-creation activity and due to the COVID-19 pandemic conducted online. There were 3 key stages in our co-creation process; evidence review (scoping exercise undertaken by OGP Local Team members to identify activity relevant to the Open Government Action Plan); stakeholder conversations (follow up sessions with key stakeholders and officers to further explore activity and inform potential themes for the Action Plan); and Third Sector and Stakeholder workshops (conversations and engagement on the topic of Open Government, contributing ideas and changes they would like to see, and agreeing themes or broad commitment areas). This has involved the following open government spaces:

- OGP Local Team - a core team to take forward the planning and implementation of Glasgow's Open Government process. This core team is drawn from Glasgow City Council (Chief Executive's Department), Glasgow Chamber of Commerce, Glasgow Third Sector Interface Network, NHS Greater Glasgow and Clyde, and Police Scotland - and has provide the time, commitment and resource to drive forward the OGP process in Glasgow.
- Glasgow Third Sector Interface Network - provides and co-ordinates third sector representation on relevant partnerships, groups and committees, and a point of liaison between the third sector and public authorities. Glasgow Third Sector Interface Network has delivered a critical role in providing information, collating views, and offering participation opportunities to voluntary and community organisations, volunteers and community enterprises in the city. The Network provided a key connection with the Third Sector to inform and influence our approach on Open Government.
- Open Government Stakeholder Discussions - follow up sessions with government and non-governmental stakeholders and officers to further explore scoping exercise results, key potential programmes and initiatives in Glasgow, and inform potential themes for the Action Plan.
- Third Sector and Stakeholder Workshops - 4 virtual engagement workshops to have conversations on the topic of Open Government, contributing ideas and changes they would like to see, and agreeing themes or broad commitment areas.
- Digital Media Channels - our Open Government webpage hosted on the Glasgow City Council website has provided information on Open Government, update papers to Glasgow City Council Committees and Glasgow Community Planning Partnership, and findings from the third sector and stakeholder workshops ([Glasgow Open Government Webpage](#)). This has included making information available on Twitter, Facebook, and websites.



Glasgow will undertake a final Public Consultation on the Open Government Action Plan in September 2021. This public consultation will add value to our co-creation process by providing an opportunity for an open conversation on our strategic vision, the implementation of our open government commitments, awareness of the open government policy theme, and how we continue to engage and involve with our citizens in the Open Government Action Plan.

Diversity of Representation

To ensure diversity of citizen representation in our co-creation spaces, the OGP Local Team have focused information, engagement and open invitations to participate through existing stakeholders:

- Glasgow Community Planning Partnership - the 23 Community Planning Area Partnerships which cover three geographical localities of the city - North West, North East and South. These Area Partnerships provide opportunities for communities to engage with the local community planning progress, and review and influence progress towards implementing strategic priorities and investment at an electoral ward level. This approach ensured geographical representation across the city; and
- Glasgow Third Sector Interface Network - the network provides and co-ordinates third sector representation on relevant partnerships, groups and committees, and is an established point of liaison between the third sector and public bodies. Glasgow Third Sector Interface Network has delivered a critical role in reaching a diverse range of third sector organisations in the City, with members representing disabled people, BAME communities, and other communities with protected characteristics. The network provided information, collated views, and issued invitations to participate to its membership.

To maximise representation our stakeholder workshops were offered on a number of days, at different times of day and evening, to accommodate the different availability of potential participants.

Glasgow will undertake a final Public Consultation on the Open Government Action Plan in September 2021, this open government conversation will add value to our co-creation process and hopefully provide a further opportunity to increase participation and representation, and involve more Glaswegians in the Open Government agenda. However more diverse representation is a key improvement action for our open government next steps and future engagement and co-creation processes.

Participation and Co-creation in the Open Government Action Plan

The co-creation process has involved Glasgow Community Planning Partners, with Glasgow City Council, Glasgow Chamber of Commerce, Glasgow Third Sector Interface Network, NHS Greater Glasgow and Clyde, and Police Scotland taking a key role and participating in the scoping review and stakeholder conversations.

Our Third Sector and Stakeholder workshop sessions were held with representation from community groups, the third sector, and Local Government - with participation from community groups, Community Councils, voluntary sector organisations, advice charities and Elected Members. Part of the work undertaken at this stage was to raise awareness of the Open Government Partnership and what Glasgow's involvement means. It is anticipated that the information prepared and distributed will result in increased



participation moving forward, and has informed our Building Awareness and Communication on Open Government commitment.

Glasgow will also undertake a final Public Consultation on the Open Government Action Plan in September 2021, providing a further opportunity for engagement and a public conversation on Open Government.

Over the development of this Action Plan, 18 groups participated in our co-creation spaces and we have hosted 23 meetings during March - September 2021.

The collaboration of government and non-governmental stakeholders will continue throughout the implementation of our Open Government Action Plan for Glasgow. Our OGP Local Team, which was established and critical to the development of our Open Government Action Plan, will continue to meet regularly to take forward planning and implementation, review progress on thematic commitments, and undertake progress reporting to the Glasgow Community Planning Partnership Executive Group. The OGP Local Team will now be expanded to include the Lead Officers and key stakeholders for each of Glasgow's Open Government commitments to improve collaboration and increased Third Sector participation.

It is essential that we develop co-creation and collaboration in the implementation of our Action Plan. We will now establish thematic commitment groups, or use existing working groups where they currently exist, to: extend participation for co-creation; collaborate on the development and implementation of our commitment actions; and shape improvements and design solutions. The thematic commitment groups will provide the collaborative space, expertise, and resources to drive forward the open government milestones and commitments.

The Building Awareness and Communications on Open Government commitment will be an important feature in the continuing collaboration of government and non-government stakeholders - building a strong open government communications plan and raising awareness and capacity on open government across all stakeholders.

5. Monitoring of the OGP Action Plan

Independent Monitoring Body

The Independent Monitoring Body appointed for the Open Government Action Plan for Glasgow is the University of Glasgow.

Progress Monitoring with Stakeholders

Glasgow Community Planning Partnership will provide strategic oversight of our Open Government Plan - regular updates will allow city partners to undertake programme monitoring and assess progress on implementation, ensuring improvement activity and capacity and resources are identified across strategic partners to achieve commitment outcomes.

The Glasgow OGP Local Team will be expanded to include the Lead Officer and key stakeholders for each of Glasgow's Open Government Commitments - this will ensure the OGP Local Team have regular progress reports on each commitment and can review progress on implementation. The OGP Local Team will provide 6-monthly progress reports to the Glasgow Community Planning Partnership Executive Group.



Our Open Government Thematic Commitment Groups will have responsibility for implementation, and a key function will be for thematic experts to have initial discussion and assessment on progress, achievements and improvement actions. The thematic commitment groups will provide quarterly progress reports to the OGP Local Team.

The Open Government Thematic Commitment Groups will bring together key stakeholders with responsibility for implementing and driving forward an open government commitment for Glasgow. The thematic commitment groups will have a lead partner, and an identified Lead Officer, with the Lead Officers attending the OGP Local Team - providing a regular opportunity for discussion and engagement on progress. Thematic commitment groups will also be expected to submit a quarterly progress monitoring report to the OGP Local Team.

In addition to the OGP Local Team, it is anticipated that Glasgow City Council Chief Executive's Department will bring together Open Government Action Plan commitment leads on a monthly basis to discuss forward planning, commitment actions and status, and implementation issues including timescales.

Sharing Results with our Communities and Citizens

Glasgow City Council's Open Government webpage will be regularly updated to share the progress and performance monitoring reports with our citizens - this webpage will be used to share all Open Government information with the public including our Open Government Action Plan, co-creation processes and results, events, opportunities to participate, and progress monitoring. During the co-creation and engagement phase we have identified, and can begin to form, a network of interested citizens - and have committed to providing regular updates as the programme progresses so they can continue to be involved. A key component of our final Public Consultation will be a conversation about approaches to share results, progress, and opportunities to participate. In the meantime, the OGP Local Team will consider developing a public tracking dashboard for publication on the open government webpage, providing information on the progress on Open Government Action Plan commitments and implementation.

The final Public Consultation on the Open Government Action Plan in September 2021 will be essential in how we further develop our communications and tools to share open government progress and results with the public - and this will inform our Open Government Communications Plan as part of the Building Awareness and Communication on Open Government commitment.

6. Endorsement from Non-Governmental Stakeholders

Our stakeholders, who participated in the co-creation process, and have endorsed this first Open Government Action Plan for Glasgow are:

- Cheryl McCulloch, Senior Project Manager, Glasgow Chamber of Commerce
- Kathleen Caskie, Manager, Glasgow Third Sector Interface Network
- Nichola Brown, Health Improvement Manager, NHS Greater Glasgow and Clyde
- Lynn Ratcliff, Superintendent, Police Scotland



Action Plan Commitments

Commitment 1: Increasing Participatory Democracy - Developing Citizens' Panels across Glasgow

Commitment Title:

Increasing Participatory Democracy - Exploring the Implementation of Co-developed Citizens' Panels across Glasgow

Timeframe:

Start Date: By March 2022 End Date: September 2023

Lead Implementing Government Agency:

Glasgow City Council (Bernadette Monaghan, Director of Community Empowerment and Equalities)

Lead Implementing Non-Governmental Stakeholder:

Glasgow Third Sector Interface Network (Kathleen Caskie, Third Sector Interface Manager)

Commitment Description

Problem: Citizens in Glasgow want to have an increased role in the decision making across the city, particularly in local decisions. Glasgow City Council Household Survey 2019 indicated that citizens have a willingness to be involved in decision making affecting their areas, but felt they were not able to have their views considered. Meaningful working relationships between public agencies and citizens must be improved to achieve the aim of devolving decision making, and citizens' panels could be an ideal platform to build trust, allow for an open sharing of views, and lead to local service provision, service design, public sector spend, and local decision-making being a truly participatory process.

Current Position: There is an appetite to increase the level of participatory democracy in the city, and build upon previous and in-progress, devolution of decision making to the lowest level in the city's governance.

Glasgow Community Planning Partnership has 23 Area Partnerships and 3 Sector Partnerships which allow for community organisations to be part of the decision-making process for a variety of services and projects delivered by partners, including and in particular, Glasgow City Council. A review of these structures has been undertaken and recommendations are due to be implemented imminently - these recommendations are likely to consider the future role for Citizens' Panels.

Thriving Places is the Glasgow iteration of Locality Planning, which can be viewed as neighbourhood-level community planning. Progress to improve outcomes at this level varies across the city, however there is a recognition that strong community representation on these structures is key to future success. Learning from Thriving Places will be applied to any model of Citizens' Panels.



Various Participatory Budgeting pilots have been implemented in the city in the past few years to measure the appetite for local decision making, and to test the supporting processes and systems. These pilots made use of a Citizens' Panel element which proved to be invaluable in ensuring the processes were tailored to the local context and that local interests and priorities were represented throughout.

Area Partnerships are currently involved in spending the Local Open Spaces and Parks Fund (£1.5m), decision making process includes local representatives and community groups.

Action: This commitment will explore options for implementing co-developed Citizens' Panels in Glasgow, learning from existing participatory processes in the city, and with our partners through the Open Government Partnership. Any implementation of Citizens' Panels will have an overall aim of increasing participatory democracy and demonstrate the influence of local people's input to the allocation of local resources and citizen led service redesign.

Glasgow has an aspiration to significantly increase participatory democracy processes with our citizens, having made incremental steps over a long period of time and using a variety of methods. As our work in the OGP develops we are keen to learn from others, test various approaches and measure the impact of each, and implement the approach that will work best for the citizens of Glasgow.

Co-creating the panels with citizens is vital; citizens will be involved from the earliest possible opportunity in the development stage. This current proposal builds on the evaluation findings. It extends participation to all local decisions about spend and services and establishes panels as a permanent feature of local governance.

How the commitment will contribute to solving the problem: If the proposed direction of travel is followed, and Citizens' Panels are implemented in Glasgow with a model that works for citizens, it will be key to agree a suite of performance measures for this. These measures will allow the city to track progress towards the expected outcome of increasing participatory democracy. Measures may include:

- Increased transparency in decision making processes for the allocation of local resources
- Increased number of citizens participating in local decision making
- Increased community ownership and management of local services

Alongside any performance measures there will be a need for an evaluation programme to appraise outputs. Evaluation is key to ensure best value and may also allow for 'softer' performance measures to be determined, such as:

- Strengthening of local democratic processes
- Culture of empowered communities
- Enriched relationship between citizens and service providers

A robust evaluation programme can also function as means to communicate to all citizens of Glasgow (whether participating in Citizens' Panels or not), the services in the city that have been improved through a citizen led approach, and the benefits of this approach.

This Open Government Commitment will need to ensure that developments are complimentary to existing processes and avoid duplication, with a recognition that existing processes may need to change/stop to do so. Key to success will be complementarity and synergy with existing processes such as:



- Community Planning, particularly Area and Sector Partnerships
- Thriving Places / Locality Planning
- People Make Glasgow Communities / Asset Transfer Requests
- Participation Requests

Relationship to Open Government Strategic Vision

Connection to long-term goal in the Open Government Strategic Vision:

Participatory Democracy and devolving decisions to the lowest appropriate level in the city's governance - involving local people in decisions on local service provision, service design and public sector spend, and investigating local governance arrangements to achieve this such as Citizens Panels.

Primary Policy Area: Fiscal Openness, Inclusion

Primary Sector: Public Services, Cross-Sectoral

Relevant OGP Value: Public Participation and Inclusion

This commitment will explore, and subject to discussion seek to implement, an internationally recognised approach to increasing public participation. Glasgow will always ensure inclusivity in its approaches to participatory democracy, amending our ways of working to ensure that no citizen is not able to take part in the commitment.

Implementation: Milestones and Resources

Resources required to achieve this commitment: Glasgow City Council staff time, Glasgow Third Sector Interface Network staff time, personal development for staff, citizens' time, and capacity building and development for citizens.

Are the resources needed to achieve this commitment secured? Partially

Additional Information: As part of Glasgow's pandemic recovery programme, a Social Recovery Taskforce is operating until December 2021, with a particular output being a refreshed Glasgow Community Action Plan. Any commitment will need to take cognizance of this refreshed plan.

[Link to Social Recovery Taskforce webpage](#)

[Link to existing Glasgow Community Plan / Glasgow Community Action Plan webpage](#)

Milestones

Output	Start Date	End Date	Lead Agency	Lead Officer	Status
Develop approach to participatory democracy, particularly in reference to Citizens' Panels	October 2021	September 2023	Glasgow City Council	Shaw Anderson	In progress



Commitment 2: Exploring an Open Digital Engagement Platform

Commitment Title:

Explore a co-created Open Digital Engagement Platform where citizens can share proposals for neighbourhood and city improvement, including on local spending, community ownership and service redesign proposals, and debate and vote online.

Timeframe:

Start Date: September 2021 End Date: September 2023

Lead Implementing Government Agency:

Glasgow City Council (Lead: Colin Birchenall, Chief Digital Officer, Coordinate: Julian Perera, Business Architecture and Analysis Manager)

Lead Implementing Non-Governmental Stakeholder:

Glasgow Third Sector Interface Network (Kathleen Caskie, Third Sector Interface Manager)

Commitment Description

Problem: Communities and third sector organisations identified the need for an online resource where they could source ideas, access and share local information, collaborate and vote on local proposals. They were not clear how to obtain or share this information in the city without going to a number of sources. Without information in an easy to use and accessible digital platform, participating in local debate, citizens panels and decision making is difficult.

Current Position: The Council and other partners use a number of online tools to engage with communities. Most recently they have used the open source platform CONSUL, initially developed by Madrid, to allow voting on participatory budgeting proposals. It was used in a limited way in only two of the wards participating in the pilot. Following evaluation in 2019, progress with exploring the use of CONSUL as a tool for wider community engagement and for expanding participatory democracy has stalled and its capabilities, compared to other online engagement tools used by the Council and partners has not been tested.

Action: To review the capability of CONSUL with community groups and third sector organisations to assess whether it meets their needs compared to other digital sources of information, sharing and engagement already used by the Council and other partners. This will allow the Council and partners to prepare a business case for an online digital engagement platform that meets the needs identified by community groups and the third sector where they can source ideas, access and share local information, collaborate and vote on local proposals. A key requirement will be to consider how best to resource the running of any platform in conjunction with the third sector interface and other partners.

How the commitment will contribute to solving the problem: The ambition will be to deliver an easily accessible neighbourhood and citywide digital platform where local people can source ideas, access and share local information, collaborate and vote on local proposals. It will provide easily accessible current information (lined to our Open Data Hub commitment) to improve the capacity for people to take part in local and citywide decision-



making, and be an Open Digital Platform co-created with citizens and communities to ensure it meets their needs and facilitates participatory democracy. The commitment will evidence that online participation has influenced policy, planning service redesign and local decision making.

Relationship to Open Government Strategic Vision

Connection to long-term goal in the Open Government Strategic Vision: To Be Completed

Primary Policy Area: Digital Governance, Open Data

Primary Sector: Cross-sectoral

Relevant OGP Values: Transparency, Public Participation and Inclusion, and Technology/Innovation for Public Participation
To Be Expanded

Implementation: Milestones and Resources

Resources required to achieve this commitment: Under development

Are the resources needed to achieve this commitment already secured? No

Milestones
To Be Completed

Output	Start Date	End Date	Lead Agency	Lead Officer	Status



Commitment 3: Co-creating an Open Data Hub

Commitment Title:

Co-creating an Open Data Hub where citizens can access, and interact with, a broad range of datasets from Glasgow City Council and partner organisations.

Timeframe:

Start Date: September 2021 End Date: September 2023

Lead Implementing Government Agency:

Glasgow City Council (Kimberley Hose, Head of Business Intelligence and Stephen Sprott, Data Project Manager)

Lead Implementing Non-Governmental Stakeholder:

Glasgow Third Sector Interface Network (Kathleen Caskie, Third Sector Interface Manager)

Commitment Description

Problem: Businesses, academics, communities and third sector organisations identified the need for greater access to data to support innovation and information to inform debate and local decision-making. By increasing the availability of open data we plan to increase transparency, empower communities, and enable service redesign and innovation.

Current Position: Glasgow City Council first started publishing open data in 2013 as part of Glasgow's Future Cities Demonstrator (Glasgow was the first UK's smart city demonstrator). We are in the process of relaunching the Open Data Portal, following a technical upgrade, that will make it easier to publish timely and up-to-date open data, and provide a suite of data visualisation tools that allows data to be presented in more meaningful ways than just raw tables (e.g. interactive maps, 3D models, dashboards, and data stories). As an example, the technology has recently been used to provide Councillors with an interactive "ward profile" that can provide insight into Electoral Wards including demographics, community assets, and service delivery trends.

Glasgow City Council has recently established an Open Data Working Group with city partners from across the public, academic and third sectors to adopt a city-wide approach to developing and implementing open data in the city.

Action: This commitment will deliver a co-created Open Data Hub where citizens can access, and interact with, a broad range of datasets from Glasgow City Council and partner organisations. This open data platform will provide access to not just raw datasets for communities but will provide interactive maps, dashboards, and data stories that will help communities to understand what the data means. The Hub will also provide data engagement and involvement opportunities through the creation of themed initiatives. It will be linked to our Open Digital Engagement Platform.

Through this Open Government Commitment, we will engage with a broad range of communities to set priorities for the scaling up the publication of open data, and to co-develop data visualisations (such as interactive maps and dashboards) that can be used to inform public debate and decision-making. The expected result of this action would be that



communities would have access to a broad range of datasets, informative visuals and interactive dashboards, and data stories (via story maps) that are informative and influence debate and decision-making. Within this work, we will test out the creation of ‘initiatives’ themed around particular data sets, where communities of interest come together to explore the impact.

How the commitment will contribute to solving the problem: The Open Data Hub commitment will co-create and deliver a city-wide repository of open data that contains a broad range of relevant datasets, visualisations, data stories and an engagement hub. It will provide an easily accessible set of neighbourhood and citywide dashboards that have been influenced by the needs of communities enabling informed community debate and decision-making. Within this commitment we will develop a meaningful set of targets that measure the impact that open data is having on transparency, Freedom of Information, community empowerment, service design, and innovation.

Relationship to Open Government Strategic Vision

Connection to long-term goal in the Open Government Strategic Vision: tbc

Primary Policy Area: Digital Governance, Open Data

Primary Sector: Cross-sectoral

Relevant OGP Values: Transparency, Public Participation and Inclusion, and Technology/Innovation for Public Participation To Be Expanded

Implementation: Milestones and Resources

Resources required to achieve this commitment: Under development

Are the resources needed to achieve this commitment already secured? No

Additional Information: The Open Data Hub will deliver on objectives aligned to the Digital Glasgow Strategy - open data, digital innovation and engagement.

[Link to Digital Glasgow Strategy](#)

Milestones

Output	Start Date	End Date	Lead Agency	Lead Officer	Status
Open Data - First Public Launch	Ongoing	September 2021	Glasgow City Council	Stephen Sprott	In Progress
GCC Data Release (4 Phases)	September 2021	September 2022	Glasgow City Council	Stephen Sprott	Not Started
Citizen and Community Engagement Phase			tbc	Stephen Sprott	Not Started
Partner Data Release (4 Phases)	February 2022	November 2022	tbc	Stephen Sprott	Not Started
Open Data Promotion/ Campaign	June 2022		Glasgow City Council & Partners	Stephen Sprott	Not Started



Commitment 4: Building Awareness and Communication on Open Government

Commitment Title:

Building Awareness and Communication on Open Government

Timeframe:

Start Date: September 2021 End Date: September 2023

Lead Implementing Government Agency:

Glasgow City Council (Vicky Bond, Public Relations Officer and Shaw Anderson, Partnership and Development Manager)

Lead Implementing Non-Governmental Stakeholder:

Glasgow Third Sector Interface Network (Kathleen Caskie, Third Sector Interface Manager)

Commitment Description

Problem: Stakeholder participation is at the forefront of Open Government and this Action Plan has been co-created by government and non-governmental stakeholders. During our Action Plan development and co-creation processes, we have noted challenges to effective stakeholder participation and room for further improvement - this has included: a lack of awareness and knowledge on Open Government within stakeholders and communities; use of new open government language with limited awareness raising materials available; insufficient interest amongst stakeholders with reduced participation opportunities and channels during the COVID-19 pandemic; the pace of development has meant limited opportunities to build capacity within communities; and the ability to communicate the added value and benefits of stakeholder participation for our Community Planning Partners, especially within the Third Sector and communities. This experience has identified the need for and informed our approach to this Open Government commitment.

Current Position: Our Open Government Third Sector and Stakeholder workshop sessions were held with representation from community groups, the third sector, and Local Government - with participation from community groups, Community Councils, voluntary sector organisations, advice charities and Elected Members. Part of the work undertaken at this stage was to raise awareness of the Open Government Partnership and what Glasgow's involvement means. Glasgow will undertake a final Public Consultation on the Open Government Action Plan in September 2021, providing a further opportunity for engagement and a public conversation on Open Government. This Public Consultation will be essential in developing our communications plan and tools to improve awareness and in how we share progress and results with the public.

We have used digital media channels in developing this Open Government Action Plan including the Open Government webpage hosted on the Glasgow City Council and making information available on Twitter and Facebook – and will now develop an Open Government Communications Plan to ensure we are using all appropriate channels to maximise engagement and participation. This commitment will address a key improvement action within our strategic vision - increasing participation and reach to under-represented and more diverse stakeholders for future engagement and co-creation processes.



Action: The Building Awareness and Communications on Open Government commitment will be an important feature in the continuing collaboration of government and non-government stakeholders - building a strong open government communications plan and raising awareness and capacity on open government across all stakeholders. This commitment will be forward facing and aim to improve public communication and participation for ongoing engagement, Action Plan implementation, and looking forward to our second Open Government Action Plan for Glasgow.

Communication plays a fundamental role in Open Government, promoting greater transparency and participation which in turn leads to better policy making and service delivery. This first Open Government Action Plan for Glasgow will use communication as a lever for open government to achieve: improved awareness of Open Government within stakeholders and communities; increased levels of engagement and participation in our open government co-creation process; expanding and building strong open government networks to ensure we work with more people; use all appropriate channels to maximise engagement and participation, including social media, linked to our Open Digital Engagement Platform commitment; increase participation and reach to under-represented groups and involve more diverse stakeholders for future engagement and co-creation processes; and actively share progress, outcomes and impacts with our communities and citizens.

How the commitment will contribute to solving the problem: Building awareness and communications on Open Government in the city will involve developing awareness, knowledge and capacity on open government across Glasgow City Council, our Community Planning Partners and stakeholders, and within the Third Sector and Communities. This will allow us to expand our open government community within Glasgow to inform our Action Plan commitments and further incorporate our open government vision across Local Government and public sector partners. It will ensure Glasgow develops the co-creation process, increase levels of engagement and participation, and benefit from enhanced and innovative techniques and methodologies.

Our Communications Plan will include performance measures to allow us to track progress towards the expected outcome of increased awareness and participation in open government - it is anticipated this will capture performance measures and 'softer' assessment measures including:

- Improved awareness and knowledge on Open Government within public sector stakeholders - number of awareness and continuing professional development sessions delivered;
- Increased number of citizens participating in open government co-creation processes and engaging and interacting with open government networks and platforms;
- Increased discussion and debate between government and non-governmental stakeholders facilitated by digital platforms and increased social media presence;
- Increased representation and participation from under-represented groups and diverse stakeholders; and
- Increased transparency, stakeholder participation, and access to information.



Relationship to Open Government Strategic Vision

Connection to long-term goal in the Open Government Strategic Vision: To Be Completed

Primary Policy Area: Inclusion

Primary Sector: Cross-sectoral

Relevant OGP Value: Public Participation and Inclusion

This commitment is a fundamental to Open Government in Glasgow - developing awareness, knowledge and capacity, and engagement and participation on open government within Glasgow City Council, our Community Planning Partners, stakeholders, and more importantly with the Third Sector, communities and the public. This will allow us to expand our open government community and networks within the City, increase levels of engagement and participation, improve co-creation process, and benefit from enhanced and innovative communication and participative tools and techniques. It will be an important feature in the continuing collaboration of government and non-government stakeholders - promoting transparency and public participation through communication.

Implementation: Milestones and Resources

Resources required to achieve this commitment: Under Development

Are the resources needed to achieve this commitment already secured? Partially

Milestones

Output	Start Date	End Date	Lead Agency	Lead Officer	Status
Final Public Consultation on Open Government	September 2021	November 2021	Glasgow City Council	Pamela Rennie	In Progress
Publish an Open Government Communications Plan	September 2021	January 2022	Glasgow City Council	tbc	Not Started
Deliver a Stakeholder Awareness and Training Programme	October 2021	March 2022	All Partners	tbc	Not Started
Implement a Community Engagement Programme	October 2021	September 2023	Glasgow City Council/ Glasgow Third Sector Interface Network	Shaw Anderson Kathleen Caskie	Not Started
Undertake a Third Sector Capacity Building Programme	October 2021	September 2023	Glasgow Third Sector Interface Network	Kathleen Caskie	Not Started